Goi Eskola Politeknikoa | Mondragon Unibertsitatea
Course: 2024 / 2025 - Course planning

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[GOI301] PEOPLE MANAGEMENT

GENERAL INFORMATION

Studies	DEGREE IN INDUSTRIAL ORGANIZATION ENGINEERING	**Subject**	?
Semester	2	**Course** 3	
Character	COMPULSORY	**Mention / Field of specialisation**	
Plan	2022	**Modality** Face-to-face	**Language** EUSKARA/CASTELLANO
Credits	4,5	**Hours/week** 4.22	**Total hours** 76 class hours + 36.5 non-class hours = **112.5 total hours**

2030 AGENDA GOALS

8 DECENT WORK AND ECONOMIC GROWTH   9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

PROFESSORS

URIBETXEBARRIA ANDRES, URTZI

SANCHEZ ZEZIAGA, ANE

REQUIRED PREVIOUS KNOWLEDGE

Subjects	**Knowledge**
(No specific previous subjects required)	*(No previous knowledge required)*

LEARNING RESULTS

LEARNING RESULTS	KC	SK	AB	ECTS
GOR303 - To identify strategies to Involve and guide people towards a common objective with a global vision of the work to be carried out, balancing individual and collective interests	x			3,78
G-RTR1 - To develop interdisciplinary projects specific to their specialty and of gradual complexity, - becoming aware of respect for human rights and fundamental rights, and analyzing and assessing the impact of the proposed solutions on the SDGs - to acquire and/or apply basic, advanced and/or avant-garde, demonstrating the ability to work in multidisciplinary teams and/or undertake further studies with a high degree of autonomy		x		0,4
G-RTR2 - To express information, ideas and the arguments that support them in an orderly, clear and coherent manner, orally and in writing, based on quality information, self-made or obtained from different sources, using inclusive and non-discriminatory language		x		0,32
			Total:	**4,5**

KC: Knowledge or Content / SK: Skills / AB: Abilities

ENAEE LEARNING RESULTS	ECTS
ENAE04 - Knowledge and understanding: To be aware of the multidisciplinary context of engineering.	1,57
ENAE05 - Analysis in engineering: Ability to apply their knowledge and understanding in identifying, formulating and solving engineering problems using established methods.	0,9
ENAE08 - Engineering projects: Ability to apply their knowledge in the development and completion of projects which meet specific requirements.	0,45
ENAE09 - Engineering projects: Understanding of the different methods and ability to use them.	0,45
ENAE15 - Practical application of engineering: Understanding of applicable methods and techniques and their limitations.	0,23
ENAE17 - Transversal competences: To work effectively, both individually and in a team.	0,45
ENAE18 - Transversal competences: To use different methods to communicate effectively with the engineering community and society in general.	0,44
Total:	**4,5**

SECONDARY LEARNING RESULTS

RGO306 [!] *PROGRAMA estrategias para realizar diagnósticos entorno a la cultura de empresa.*

LEARNING ACTIVITIES	CH	NCH	TH
Conducting tests, giving presentations, presenting defences, taking examinations and/or doing checkpoints	18 h.	10 h.	28 h.
Presentation by the teacher in the classroom, in participatory classes, of concepts and procedures associated with the subjects	20 h.	14 h.	34 h.

EVALUATION SYSTEM	W	MAKE-UP MECHANISMS
Reports on the completion of exercises, case studies, computer exercises, simulation exercises, laboratory exercises, term projects, challenges and problems	50%	Individual written and/or oral tests or individual coding/programming tests

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Goi Eskola
Politeknikoa
Escuela Politécnica
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Individual written and/or oral tests or individual coding/programming tests	50%

CH - Class hours: 38 h.
NCH - Non-class hours: 24 h.
TH - Total hours: 62 h.

RGO307 [!] *IDENTIFICA intervenciones para el desarrollo de las personas con el objetivo de favorecer el logro de los objetivos de la empresa.*

LEARNING ACTIVITIES	CH	NCH	TH
Practical work in workshops and/or laboratories, individually and/or in teams	20 h.	12,5 h.	32,5 h.

EVALUATION SYSTEM	W	MAKE-UP MECHANISMS
Reports on the completion of exercises, case studies, computer exercises, simulation exercises, laboratory exercises, term projects, challenges and problems	50%	*(No mechanisms)*
Presentation and defence of exercises, case studies, computer practical work, simulation practical work, laboratory practical work, term projects, end of degree project, master's thesis, challenges and problems	50%	

CH - Class hours: 20 h.
NCH - Non-class hours: 12,5 h.
TH - Total hours: 32,5 h.

2RGO391 (2 sem)

LEARNING ACTIVITIES	CH	NCH	TH
Development and writing of records, reports, presentations, audiovisual material, etc. on projects/work experience/challenges/case studies/experimental investigations carried out individually and/or in teams	3 h.		3 h.

EVALUATION SYSTEM	W	MAKE-UP MECHANISMS
Reports on the completion of exercises, case studies, computer exercises, simulation exercises, laboratory exercises, term projects, challenges and problems	100%	Reports on the completion of exercises, case studies, computer exercises, simulation exercises, laboratory exercises, term projects, challenges and problems

CH - Class hours: 3 h.
NCH - Non-class hours: 0 h.
TH - Total hours: 3 h.

2RGO392 (2 sem)

LEARNING ACTIVITIES	CH	NCH	TH
Development and writing of records, reports, presentations, audiovisual material, etc. on projects/work experience/challenges/case studies/experimental investigations carried out individually and/or in teams	3 h.		3 h.

EVALUATION SYSTEM	W	MAKE-UP MECHANISMS
Reports on the completion of exercises, case studies, computer exercises, simulation exercises, laboratory exercises, term projects, challenges and problems	100%	Reports on the completion of exercises, case studies, computer exercises, simulation exercises, laboratory exercises, term projects, challenges and problems

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Unibertsitatea
Goi Eskola
Politeknikoa
Escuela Politécnica
Superior

CH - Class hours: 3 h.
NCH - Non-class hours: 0 h.
TH - Total hours: 3 h.

2RGO393 (2 sem)

LEARNING ACTIVITIES	CH	NCH	TH
Development and writing of records, reports, presentations, audiovisual material, etc. on projects/work experience/challenges/case studies/experimental investigations carried out individually and/or in teams	4 h.		4 h.

EVALUATION SYSTEM	W	MAKE-UP MECHANISMS
Reports on the completion of exercises, case studies, computer exercises, simulation exercises, laboratory exercises, term projects, challenges and problems	100%	Reports on the completion of exercises, case studies, computer exercises, simulation exercises, laboratory exercises, term projects, challenges and problems

CH - Class hours: 4 h.
NCH - Non-class hours: 0 h.
TH - Total hours: 4 h.

2RGO390 (2 sem)

LEARNING ACTIVITIES	CH	NCH	TH
Development and writing of records, reports, presentations, audiovisual material, etc. on projects/work experience/challenges/case studies/experimental investigations carried out individually and/or in teams	4 h.		4 h.

EVALUATION SYSTEM	W	MAKE-UP MECHANISMS
Presentation and defence of exercises, case studies, computer practical work, simulation practical work, laboratory practical work, term projects, end of degree project, master's thesis, challenges and problems	100%	Presentation and defence of exercises, case studies, computer practical work, simulation practical work, laboratory practical work, term projects, end of degree project, master's thesis, challenges and problems

CH - Class hours: 4 h.
NCH - Non-class hours: 0 h.
TH - Total hours: 4 h.

2RGO394 (2 sem)

LEARNING ACTIVITIES	CH	NCH	TH
Development and writing of records, reports, presentations, audiovisual material, etc. on projects/work experience/challenges/case studies/experimental investigations carried out individually and/or in teams	4 h.		4 h.

EVALUATION SYSTEM	W	MAKE-UP MECHANISMS
Reports on the completion of exercises, case studies, computer exercises, simulation exercises, laboratory exercises, term projects, challenges and problems	100%	Reports on the completion of exercises, case studies, computer exercises, simulation exercises, laboratory exercises, term projects, challenges and problems

CH - Class hours: 4 h.
NCH - Non-class hours: 0 h.
TH - Total hours: 4 h.

CONTENTS

Goi Eskola Politeknikoa | Mondragon Unibertsitatea
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Unibertsitatea
Goi Eskola
Politeknikoa
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Key theories of the 20th century.Strategy and people management.– Foresight reports on people management 2020 and 2035.– The “strategic value” of people; the logic of the different groups.Challenge: How to “liberate” the energy of people in the organization for the sake of a common project? Measurements and diagnosticsLeadership development.Development of people management policies.

LEARNING RESOURCES AND BIBLIOGRAPHY

Learning resources	Bibliography
[!] *Consultas en páginas web relacionadas con el tema* [!] *Artículos de carácter técnico* [!] *Presentaciones en clase* [!] *Transparencias de la asignatura* [!] *Charlas de ponentes externos*	Bruch, H., & Ghoshal, S. (2003). Unleashing organizational energy. MIT Sloan Management Review, 45(1), 45. Laloux, F. (2014). Reinventing organizations: A guide to creating organizations inspired by the next stage in human consciousness. Nelson Parker. Gallup. (2020). State of the Global Workplace. New York: NY: GALLUP PRESS. New Cultures Adegi: https://www.adegi.es/ncg/ Future of people academy:https://futureofpeople.academy/ Porter, M. E. (1980). Competitive strategy: Techniques for analyzing industries and competitors. Simon and Schuster. Barney, J. (1991). Firm Resources and Sustained Competitive Advantage. Journal of Management, 17(1), 99–120. https://doi.org/10.1177/014920639101700108 Barney, J. B., & Wright, P. M. (1998). On becoming a strategic partner: The role of human resources in gaining competitive advantage. Human Resource Management: Published in Cooperation with the School of Business Administration, The University of Michigan and in alliance with the Society of Human Resources Management, 37(1), 31- 46. Lawler III, E. E. (1986). High-Involvement Management. Participative Strategies for Improving Organizational Performance. Jossey-Bass Inc., Publishers, 350 Sansome Street, San Francisco, CA 94104. Appelbaum, E., Bailey, T., Berg, P., Kalleberg, A. L., & Bailey, T. A. (2000). Manufacturing advantage: Why highperformance work systems pay off. Cornell University Press. Boxall, P., & Macky, K. (2009). Research and theory on high‐performance work systems: progressing the high‐involvement stream. Human resource management journal, 19(1), 3-23. Nishii, L., & Wright, P. M. (2008). Variability within organizations: Implications for strategic human resource management. Retrieved from http://digitalcommons.ilr.cornell.edu/cahrswp/467/ Snell, S. A., & Dean Jr, J. W. (1992). Integrated manufacturing and human resource management: A human capital perspective. Academy of Management journal, 35(3), 467-504. Schuler, R. S., & Jackson, S. E. (1987). Linking competitive strategies with human resource management practices. Academy of Management Perspectives, 1(3), 207-219. Blau, P. M. (1964). Social exchange theory. Retrieved September, 3(2007), 62 Porter, M. E. (1997). Competitive strategy. Measuring business excellence. Arthur, J. B. (1992). The link between business strategy and industrial relations systems in American steel minimills. Ilr Review, 45(3), 488-506. Lepak, D. P., & Snell, S. A. (1999). The human resource architecture: Toward a theory of human capital allocation and development. Academy of management review, 24(1), 31-48. Schein, E. (1991). What is Culture? In P.J. Frost, Martin, L.F.Moore, C.C.Lundberg, & M.R. Louis, (Eds.), reframing organizational culture (pp.243-253). Thousand Oaks, CA: Sage. Cooke, R., & Lafferty, J. (1987). Organizational culture inventory. Plymouth, MI: Human Synergistics, Inc Harrison, M. T., and J. M. Beyer, The Culture of Organizations (Englewood Cliffs, NJ: Prentice Hall, 1993); O’Reilly, C. A., J. Chatman, and D. F. Caldwell, “People and Organizational Culture: A Profile Comparison Approach to Assessing Person-Organization Fit,” Academy of Management Journal, vol. 34,